



# KINGSTON TENNIS CLUB ANNUAL REPORT 2021-2022



*... Built Together!*

**BOARD MEMBERS:**

Alma Thayer, President  
Donna Lounsbury, Vice President  
Gary Wilson, Secretary  
Taco Meuter, Treasurer  
Tracey Corrigan, Communications

Bob Goddard, Governance  
Isaac Jones, Programs  
Nerissa Mulligan, Programs  
Simon van der Plas, Finance  
Jason Taylor, Clubhouse  
Asia Zolnierczyk, Membership

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## 1. Agenda for the 2022 Annual General Meeting

**7:00-9:00 p.m., Wednesday, November 23<sup>th</sup>, 2022**  
**(Zoom meeting, Log-in 6:30-6:55pm)**

Chair:	Alma Thayer, President
Secretary:	Gary Wilson
Moderator for Q&A:	Nerissa Mulligan

1. Call the Meeting to Order (5 minutes)
2. Receipt of the Minutes of the 2021 Annual General Meeting (5 minutes)
3. Financial Reports (20 minutes)
  - Treasurer's Report (10-15 minutes)
  - Finance Committee Report on Clubhouse Project (5 minutes)
4. Appointment of Auditors (5 minutes)
5. Summary Report on Clubhouse Project (10-15 minutes)
6. Presidents’ Report (15 minutes)
7. Election (40 minutes)
8. Other Business
9. Adjournment

## 2. AGM 2021 Minutes

### **2021 Annual General Meeting**

7:00-9:00 p.m., Wednesday, November 17<sup>th</sup>, 2021  
(Zoom meeting)

Please click [here](#) for a full copy of the minutes

## 3. Treasurer's Report

*Finance Committee: Taco Meuter (chair), Donna Lounsbury, Alma Thayer, Simon van der Plas*

### **Overview: Main Points**

- Revenues: \$349,197 (2021 : \$301,042).
- Total Charitable donations to clubhouse project received in FY2022: \$187,703
- Revenues less Expenditures: \$71,446 (2021: \$92,092).
- Cash Flow from Operations including donations: \$287,788 (2021: \$133,353)
- Liquid Assets: \$305,308 (2021: \$499,215)
- Bank Loans: \$488,597 – current portion \$15,935
- Paid down \$120,000 of the loans in October
- Membership decreased from 608 to 555, as we instituted a temporary cap.

### **Contribution Analysis (based on unaudited statements)**

As usual, membership and junior camps are the two biggest contributors to KTC income. Last year, the camps were fully subscribed, and the same happened this year. Membership contributed \$164K (not including \$177K in donations received whose recognition is deferred), and Junior Camps contributed \$50K. These represent small increases from the previous year. Shared costs were \$130K and the overall surplus of Revenue less Expenditures was \$71K.

<b><u>MEMBERSHIP (main changes)</u></b>	<b>2022 (unaudited)</b>	<b>2021 (audited)</b>
Members #	555 down 9%	608
Membership Fees	\$150,609 up 8%	\$ 139,971
Lessons (net)	\$ 7,782	\$ 15,792
Donations and Other Contributions	\$187,703	\$ 4,129
Parking Revenue (net)	\$ (1,596)	\$ (1,261)
<b>Net Contribution</b>	<b><u>\$163,857</u> up 16%</b>	<b><u>\$141,334</u></b>
<b><u>JUNIOR CAMPS</u></b>	<b>2022</b>	<b>2021</b>
Junior Camp Revenues	\$115,375 up 12%	\$ 102,969
<b>Net Contribution</b>	<b>\$ 49,536 up 14 %</b>	<b>\$ 43,317</b>

<b><u>SHARED COSTS (main changes)</u></b>	<b>2022</b>	<b>2021</b>
Amortization	\$ 56,328	\$ 41,261
Interest Expense	\$ 8,816	\$ 0
Insurance	\$ 7,869	\$ 2,340
Repairs & Maintenance	\$ 12,269	\$ 5,170
Steward Wages	\$ 38,380	\$ 28,954
<b>Total Shared Costs</b>	<b>\$129,683 up 46%</b>	<b>\$ 88,999</b>

<b><u>SUMMARY</u></b>	<b>2022</b>	<b>2021</b>
Revenue less Expenditure	<b>\$ 71,446</b>	<b>\$ 92,092</b>



Membership Distribution			members (approx. # of people)					memberships		utilization
Year	Fees	Membership	Total Fees	student	adult	couple	family	families	#/fam	%
2010	270	468	\$83,020	56	148	102	162	27	6.0	89
2011	270	505	\$89,136	80	152	108	165	34	4.9	96
2012	270	540	\$100,470	81	155	136	168	36	4.6	103
2013	270	524	\$101,120	67	173	136	148	34	4.3	100
2014	280	580	\$109,815	62	182	130	206	42	4.9	110
2015	285	553	\$113,555	72	186	132	163	38	4.3	105
2016	314	524	\$121,229	90	177	140	117	36	3.2	100
2017	322	483	\$117,841	77	171	140	95	29	3.3	92
2018	322	511	\$119,235	58	176	136	141	33	4.3	97
2019	325	484	\$115,808	56	182	118	128	29	4.4	92
2020	325	445	\$107,357	34	164	116	131	32	4.1	85
2021	335	608	\$139,745	85	200	134	190	45	4.2	116
** 2022	360	555	\$150,609	46	211	138	160	39	4.1	106

\*\* membership capped part of the season

## **CLUBHOUSE RENOVATION: THE MAJOR STORY OF 2022**

After worrying about the clubhouse for literally decades, this year we finally embarked on its complete renovation. This report would not be complete without touching on the financial aspects of the renovation.

### Project cost breakdown:

Permits etc.	\$ 13,780.85
Architect & engineering	\$ 70,475.00
Legal	\$ 2,712.90
Miscellaneous	\$ 3,330.12
Furnishings	\$ 20,354.96
Construction	<u>\$ 881,950.84</u>
<b>Total</b>	<b>\$ 992,604.67</b>

### Project funding breakdown:

Mortgage	\$380,000.00
Donations	\$187,703.01
Savings	<u>\$424,901.66</u>
	<b>\$992,604.67</b>

In January we obtained a \$500,000 combined loan (\$350,000 fixed rate, and \$150,000 variable rate, both at around 3.2%), in anticipation of starting court renovations in the fall (stage 2 of the renovation). By October, two things had changed. The variable interest rate (prime plus 0.65%) almost doubled as the prime rate shot up. Meanwhile, the start time of the planned restoration of courts 1 and 7 moved from late fall 2022 to spring 2023, and we reduced the scope of court work (see the infrastructure report below). As a result, we expect to be able to finance the court work from savings and 2023 operating cash flow, and we therefore reduced the variable portion of our borrowing by \$120,000 last month, saving us over \$7,000 per year. We will assess whether we can pay off the remainder of the variable loan early as well.

## **EXPECTATIONS FOR 2023 AND BEYOND**

This year both Camp and Membership revenues again surpassed the previous year, but for upcoming years we remain cautious, especially since a new 6-court indoor tennis facility in Kingston's far East may draw some business away from us.

### Financial considerations:

- Court 1&7 restorations in 2023 - \$70,000;
- We have about \$160,000 in cash equivalents, \$100,000 of which represents an operating buffer, and the remainder may be surplus to our short-term needs;
- Courts are usually repainted every 6-7 years. Courts 4-6 were last done in 2018, so next summer we'll assess their condition for repainting in 2024 or 2025;
- Because of the renovations, the cost figures of several line items in 2022 were higher than normal, and we expect those to go down again.
- We have conservatively estimated annual cash flows going forward of about \$60,000;
- We successfully applied for and received a \$15,000 wage subsidy in 2022. We will continue to seek wage subsidies, as well as other grants to help with upcoming capital projects.

## Financial Statements (unaudited)

### STATEMENT OF FINANCIAL POSITION AS AT SEPTEMBER 30, 2022

	<b>2022</b>	<b>2021</b>
	\$	\$audited
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	258,482	441,444
Investments	0	45,585
Accounts Receivable	17,593	1,973
Prepaid Expenses	4,942	4,995
Inventory	642	3,157
Donations Receivable	23,649	
HST receivable - capital	12,401	2,061
	<hr/> 317,709	<hr/> 499,215
<b>LONG TERM</b>		
Tangible capital assets	1,491,641	615,661
	<hr/> 1,809,350	<hr/> 1,114,876
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	13,457	42,406
Government remittances payable	10,838	2,985
Current portion Long term debt	15,935	0
	<hr/> 40,230	<hr/> 45,391
<b>LONG TERM</b>		
Deferred capital contributions	96,173	117,704
Deferred donations	177,060	
Mortgage	472,662	
	<hr/> 745,895	<hr/> 163,095
<b>NET ASSETS</b>		
<b>UNRESTRICTED</b>	<hr/> 1,023,225	<hr/> 951,781
	<hr/> 1,809,350	<hr/> 1,114,876

**STATEMENT OF CHANGES IN NET ASSETS**  
**FOR THE YEAR ENDED SEPTEMBER 30, 2022**

	<b>2022</b>	<b>2021</b>
	\$	\$
<b>NET ASSETS - BEGINNING OF YEAR</b>	951,781	859,689
<b>EXCESS OF REVENUE VS EXPENDITURES FOR YEAR</b>	71,446	92,092
<hr/>		
<b>NET ASSETS - END OF YEAR</b>	1,023,227	951,781

**STATEMENT OF REVENUE AND EXPENDITURES**  
**FOR THE YEAR ENDED SEPTEMBER 30, 2022**

	<b>2022</b>	<b>2021</b>
	\$	\$
<b>REVENUE</b>		
• Canteen and Merchandise	7,798	7,939
• Court Rental Fees	4,405	2,716
• Donations	14,100	4,129
• Interest Income	3,011	2,459
• Junior Camp	115,375	102,969
• Lessons	7,782	14,662
• Membership Fees	150,609	139,971
• Parking Revenue	1,260	1,410
• CSJ grant	15,008	0
• OTF grant	21,531	21,531
• Socials and Tournaments	8,318	3,256
	<hr/>	<hr/>
	349,197	301,042
 <b>EXPENDITURES</b>		
• Advertising	480	1,821
• Amortization	56,328	41,261
• Bank Charges	1,571	1,443
• Canteen and Merchandise	4,300	6,748
• Contract services	7,558	200
• HST expense	15,975	15,441
• Insurance	7,869	2,340
• Interest expense	8,816	0
• Building development costs	3,330	677

• OTA fees	1,545	1,236
• Office	19,330	14,480
• Parking expense	2,856	2,671
• Professional fees	6,249	5,670
• Property taxes	15,023	14,755
• Repairs and maintenance	12,269	5,170
• Social and tournaments	8,876	3,593
• Software expense	4,353	3,406
• Utilities and communications	6,344	5,223
• Wages - stewards	38,380	28,954
• Wages - camp	56,299	53,861
	<hr/>	<hr/>
	277,751	208,950
 <b>EXCESS OF REVENUE OVER EXPENDITURES FOR YEAR</b>	 71,446	 92,092
	<hr/>	<hr/>

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED SEPTEMBER 30, 2022**

<b>OPERATING ACTIVITIES</b>	<b>2022</b>
Excess of revenue over expenditures for year	71,446
Reconciling Adjustments Net Income v Cash provided	73,583
<hr/>	<hr/>
<b>CASH FLOWS PROVIDED FROM OPERATING ACTIVITIES</b>	<b>-2,137</b>
<b>INVESTING AND FINANCING ACTIVITIES</b>	
Purchase of tangible capital assets	932,309
Deferred donations	177,060
Depreciation	56,328
Accrued Interest	94
Financing Activities - Mortgages	472,662
<hr/>	<hr/>
<b>CASH FLOWS PROVIDED FROM (USED IN) INVESTING AND FINANCING ACTIVITIES</b>	<b>-226,165</b>
<hr/>	<hr/>
<b>INCREASE (DECREASE) IN CASH AND EQUIVALENTS FOR YEAR</b>	<b>(228,302)</b>
<b>CASH AT BEGINNING OF PERIOD</b>	<b>486,784</b>
<b>CASH AT END OF PERIOD</b>	<b>258,482</b>



## 4. Appointment of Auditors

We propose to re-appoint Wilkinson & Company LLP, as auditors for the 2023 Financial Year.

## 5. Governance Report

**Committee:** *Bob Goddard (chair), Gary Wilson, Andy Bickle, Alma Thayer (as president)*

For the period commencing after the last AGM, our committee identified four projects to work on (not including succession planning). They are listed below, together with a status summary.

1. Complete a board member orientation document, covering governance and operational issues

Our objective for this document – the KTC Board Orientation Manual – is to provide new board members and prospective board members with a streamlined introduction to the nature and requirements of service on the club’s Board of Directors. This includes the legal framework in which the club operates, and expectations for board member participation at meetings, including the decision-making process. Because each board member is expected to serve on some of the board’s six committees, the manual includes a description of each committee’s role and areas of responsibility. The first edition of the KTC Board Orientation Manual will be available to the incoming members. We fully expect it will be improved upon in the years to come.

2. Reconciling KTC bylaws and other corporate documents with the new *Ontario Non-Profit Corporation Act (ONCA)*

To assist us in this task, the Board retained Queen’s Business Law Clinic (QBLC). Their services are free of charge. QBLC are informing us of the steps KTC must take to bring our corporate documents in compliance with the ONCA (by the fall of 2025). They will also help us with the necessary filings. QBLC has already provided memoranda setting out changes that are necessary, and changes that are optional. They will also provide some commentary to help us decide matters for which we have flexibility. In addition, our committee will consider other possible bylaw amendments even if not required by the ONCA. As the process matures, the Governance Committee will make recommendations to the Board of Directors. Any revisions will ultimately need to be ratified by KTC members.

3. Work with the infrastructure committee on using cloud storage to preserve key documents, past and future

KTC will no longer be burdened with the annual accumulation of bankers’ boxes of documents. KTC operational infrastructure already includes the necessary technology to preserve records

indefinitely through cloud storage. The task going forward will be to regularize procedures to ensure that all documents that need to be retained are stored in this manner.

4. Ensure compliance with good hiring procedures, health and safety requirements, and abuse and harassment policies etc.

KTC will be putting in place stand-alone documents for hiring procedures and health and safety requirements. KTC already has an abuse and harassment policy. It will be reviewed and updated, as need be.

Succession planning

Every year the Governance Committee is tasked with setting up a Nominating Committee, responsible for putting forward a list of nominees to ensure that the board's officer positions are filled and that a sufficient list of candidates for members-at-large is in place for the AGM vote. We are very encouraged by the high quality of the incoming board members that emerged through the Nominating Committee process. Renewal at its best.

## 6. Programs Report

**Committee:** *Isaac Jones (chair), Nerissa Mulligan, Alma Thayer, Donna Lounsbury*

The 2022 KTC season built on the momentum from a return to programs in 2021, and revamped some approaches. Tony Roth and David Corrigan took the lead on adult/junior programming and private lessons. Rishi Laid was hired as Camp Director and, working with Tony, moved the camp's focus to tennis development. We are lucky to have had such a dedicated and hardworking coaching team.

The programs committee saw opportunities to improve the effectiveness of the KTC camp from a skill development perspective. With Tony's help, we moved towards a progressive tennis camp with a focus on skill development and play. We reduced the number of campers, implemented off-court training time at Winston Churchill - which included dynamic, tennis-related drills and games emphasizing speed, agility, quickness, coordination - and improved the camper/instructor ratio - to six campers per instructor. This created an environment ripe for the adoption of the Noble Tennis School methodology. Teaching was less static and more geared towards *play*, with campers ultimately hitting more balls. Members saw a reduced court burden from camps and a reduction in overall noise.

Thanks to Rishi for leading the camps, Tony for training our coaching staff on the progressive tennis model, and coaching staff for their flexibility and dedication.

While recognizing that programs are an integral part of the KTC, the programs committee takes consideration of the membership as a whole, and feedback is valued. A survey has been circulated to inform our future decision-making surrounding programs.

We saw a successful round of tournaments in 2022, including the return of the team-based KTC cup. Thank you to our Tournament Director, Arjun Devnani for overseeing the events, and Arsalan Ijaz and others for helping with the draws.

Tournament		Participants
Mixed Doubles	June 16-19	54 participants
Doubles	July 14-17	68 participants
Singles	August 17-21	57 participants
KTC Cup	September 30 - October 2	48 participants

Queen's Tennis did not have a competitive club this year and as a result had a larger-than-typical recreational club. The KTC accommodated an extra practice for the recreational group on Sundays but charged a premium on these additional courts. We hope to see a return of the competitive team in 2023 and an increase in student memberships.

## 7. Membership Report

**Committee:** Asia Zolnierczyk (chair), Isaac Jones, Simon van der Plas

### **Summary of Committee Activities:**

- Grand Opening of the New Clubhouse + Ontario Trillium Foundation Recognition event
- New Event to incorporate new members to the club - Switch Doubles Social
- Community outreach and social media
- Tournaments and Social Events
- Singles and Doubles Ladder

Our number one goal is to ensure membership satisfaction. We decided as a board to limit members' future court bookings to four times per week (instead of the usual 5) to ease the pressure on our courts (two of which were unavailable in the early part of the season). We also capped the membership to 500 at the beginning of the season to ensure that members had access to multiple courts a week. We were able to increase the cap later in the season once we saw that there was good court availability.

Our main highlight of the season was the Tennis Ball: the Clubhouse Grand Opening and Ontario Trillium Foundation Recognition event. A sub-committee was formed in February and planning started right away! Committee members included: Tracey Corrigan (chair), Caroline Davies, Ginette Blais, Kathy Lawton, Abby Lincoln, Julia Joyce, Janet Hartel, and Asia Zolnierczyk.

More than 100 KTC members attended the memorable gala! We'd say the event was a smashing hit!

Our tournaments are always a hit at the club! For our first tournament – Mixed Doubles, we did not have a BBQ due to the construction of the new clubhouse. We were able to bring back our barbeque socials for the remaining tournaments which proved to be very popular. Thanks to volunteers – Arjun Devnani (tournament director) as well as Yoon Kang (summer intern), Phil Casey, Bob Goddard, Dalhsie McMullin, Bud Nelson and Asia Zolnierczyk for their help with the BBQs.

The socials, ladders and tournaments have been a great way to integrate new members. However, some members still find they are not able to find someone to play with. This will be a topic the committee will continue to discuss at future meetings to come up with new ideas for the new season!

**Recommendations:**

- Continue to reach out to volunteers: solicit new ideas, plan ahead and share workload
- Court usage: continue to monitor, find solutions and encourage fair use of courts for all members

## **8. Communications Report**

**Committee:** Tracey Corrigan (chair), Donna Lounsbury, Taco Meuter, Asia Zolnierczyk

The monthly newsletter **KTC Courtside** continues to provide our members with news that is timely, interesting and readable. It is our primary resource to announce important dates, share success stories, highlight employees and recap events.

The priorities of our communications team remain, to:

- Provide transparent and frequent communication to the membership. For example, in 2022, with the Board's continued focus on the Clubhouse project, the communications team has tried to keep our membership in the loop on renovation progress with construction updates and photos.
- Serve as an on-line news link to all that is happening at the club, including tournaments, special events and day-to-day activities.
- Support communications and decision-making for other committees of the KTC Board.
- Use communications to build connections across the KTC community, to enhance membership and camp enrolment – and most importantly, to promote pride among our members, and a positive social environment.
- Each year ensure that our communications play a key role in the overall continuous improvement at the club.
- Use a variety of social media platforms including Instagram, Twitter and Facebook to share news, stories and photos.

- Ensure the corporate website and the court management software have current and accurate club information and photos.

We could not have done this without the contributions of so many to our KTC Courtside newsletters, especially Doug Bowie as our Clubhouse Working Group project liaison, and our committee chairs (Bob Goddard, Taco Meuter, Gary Wilson, Isaac Jones, Asia Zolnierczyk and Jason Taylor). A special thanks to Donna and Alma for their many, many contributions to the newsletters. We would also like to thank Azi Jamali Afousi for all of her fabulous photos and Asia for turning these into beautiful collages.

## 9. Facilities & Infrastructure Report

**Committee:** Gary Wilson (chair), Bob Goddard, Isaac Jones, Taco Meuter

We began the 2022 season with only five of our seven courts because of the clubhouse restoration that began last fall blocked off courts 1 and 7, but we were able to unblock court 1 by the end of April, and we opened up court 7 the third week of July.

Despite the ongoing construction early in the season, Luke Webb, our senior steward and operations manager, managed to create conditions to make our tennis feel normal and keep the club a welcoming place. For example, Luke erected tents to temporarily house the stewards near the entry gate. During construction, the club stored furniture, tools and supplies in a large storage bin well away from the courts, and provided portable toilets to the membership. ...We couldn't wait to move back into the renovated clubhouse!

Moving back gained further urgency as the July 9 Gala Reopening Celebration approached. Luke organized volunteers to transfer materials from the storage bin to the clubhouse while the grounds were also cleaned up. For example, since the clubhouse second story is now used by the campers, the bulky old wooden swing-set (used recently to anchor a tarp that sheltered campers from the sun) was no longer necessary. Volunteer Ben Doornekamp quickly disassembled it and carted it away. In general, the many volunteers who have responded to the call to help have found that it's not only an effective way to get things done, but it's also a great way to socialize with other members of the club. Thank you all!

To make the clubhouse and one of its new features – the steward's kiosk – livable required furnishings. With stewards already occupying the kiosk, Tracey Corrigan purchased shelves and cupboards which she and husband John assembled, and John installed. By all accounts bringing the stewards down from the second floor of the old club to the kiosk on the deck has been a successful innovation which should well serve members long into the future.

### **Other Issues:**

- A particular burr under my saddle, the long-running garbage and recycling collection problem with the city has finally been successfully resolved, with the support of former Sydenham District councillor Peter Stroud.
- Now that we have a bottle filling feature on our water fountain, we hope all players will use refillable water bottles. Should you forget your bottle or any other items at the club, they can usually be retrieved later from our lost and found.
- Upcoming in 2023: re-surfacing courts 1 and 7. After considering various options, we determined the most prudent choice is to restore the existing courts, which we have scheduled to start on or before June 12, 2023, and which take about 20 days. We'll keep the existing asphalt surface, fill in birdbaths and cracks, and pave the gravel strips left by the builders next to the clubhouse. The courts will then be covered with fiberglass, and the final finish will be like courts 2&3.
- Also in 2023, the hitting wall will be patched up and repainted.
- Finally, we intend to upgrade the booking software in time for the 2023 tennis season.

## **10. President's Report**

KTC was established as a volunteer-run club almost one hundred years ago. Since then, successive Boards have protected and promoted the tennis experience that KTC provides – and our current Board is no exception. With unwavering commitment, diligent hard work and the support of our membership, this Board has continued this legacy of service so that future generations of tennis players can continue to call KTC home. The club thrives because so many of our member volunteers step up to organize and support tournaments, BBQs and other special events and programs. That is our strength, and what makes our club special.

Our committees (facilities, finance, program, communications, governance and membership) are well-established and work diligently to ensure that we, the members, are fully informed and enjoy a well-run and fiscally sound club. Thank you - committee chairs, committee members, including community volunteers - for your dedication and commitment to the KTC. You provide such an important service.

I'm happy to report that we have had a successful 2022 season. And by far our greatest success: Our clubhouse restoration and expansion is complete!! After more than two years of planning and 8 months of construction, we officially opened the beautiful new clubhouse this past July. We owe a debt of gratitude to the Clubhouse Working Group (Jason Taylor, Bob Goddard and Doug Bowie) for their exceptional work. And a special thanks to Doug Bowie, our on-site construction liaison for the duration of the project, and to Tracey Corrigan who took the lead on so many finishing details over this past year or more. We have all been enjoying the expansive decks, easy access to the steward kiosk, modernized change rooms, and all-season availability of the accessible washroom - even when the rest of the clubhouse has been locked. Accessible indeed!

We opened this past spring without a clubhouse. Nevertheless, Luke Webb, our head steward and operations manager, was not fazed in the least. He came back to work in April without a

real roof over his head and stationed himself beside the porta-potties. With the help of John Corrigan and the other stewards, Luke ensured a smooth transition from the storage container into the newly renovated building. And they quickly came up with a plan to maintain and clean this much larger building. Thank you, Luke. We couldn't have done it without you!

Then came the official opening in early July, just a day after our occupancy permit was granted by the city. And what a gala it was! We enjoyed a magical evening of dinner and dancing to celebrate the new clubhouse and to thank the Ontario Trillium Foundation for their past support of the court restoration project. Many thanks to the 'party committee', the musicians and other volunteers for making this wonderful celebration so special.

This year the Board took measures to address the serious court squeeze we experienced last season. We implemented a membership cap, limited the number of upcoming court bookings per member to four at a time and made changes to the scheduling and court usage of camps, clinics and lessons. Courts are still at a premium in those busy late afternoon and evening hours, but overall, these changes have greatly improved court access.

Our bank account is healthy thanks in part to the success of the clubhouse fundraising campaign, which raised \$197,018 (we were so hoping to hit \$200,000!). Thank you to all the members who contributed to this. ...And to our large donors whose names are inscribed on the beautiful donor wall in the front foyer. Our fundraising team of Donna, Jason, and Viki Andrevska did a terrific job.

We were also fortunate that KTC member Bill Cannon provided advice and expertise in our discussions with financial institutions about a loan for the building project. With his help, and the close attention of our treasurer Taco and the finance committee, we secured a five-year fixed rate loan of 3.19%, far below the rates that are currently available.

Our next large capital project will be the restoration of Courts 1 and 7. We have investigated several options, including repaving and repainting (as we did for Courts 2 and 3) as well as the feasibility of installing a synthetic court surface. Given the costs and difficulties of excavation (with concrete pads and water and sewage pipes beneath the courts), the board has decided that the prudent choice at this time would be to restore and repaint the courts instead, using the same firm we used for courts 2 and 3. This is a cost-effective option that can be completed in less than three weeks, and will result in court surfaces that are of high quality. If a future board explores the viability of an eighth court on the western lawn area of our grounds, they may want to revisit the possibility of a synthetic surface. At this time, we don't think it is economically viable.

Let me move on to KTC programs. Adult and junior program are an important part of our mission to promote the sport of tennis. They also provide over 40% of our overall operating revenue, allowing us to keep membership fees affordable.

This year, like last, the Noble Tennis School, under the direction of Tony Roth, offered high quality tennis programs at the KTC for adults and juniors. Tony also initiated the Next Level

tennis camp, which was offered off-site at the Kingston Community East Recreation Center. Our thanks to Tony for developing and leading this program and for liaising with the City of Kingston to use the center's facilities without charge. Tony had an impact as well on our regular KTC camps by working with the camp director (Rishi Laird) and counsellors to implement a skills-based curriculum to enhance campers' playing ability.

The KTC camps were a great success, not only fully subscribed over the nine weeks they were offered, but also receiving very favourable feedback from parents and campers. This year, for the first time in a long while, we were able to use Winston Churchill field as a secondary site. This meant that only half of the campers (no more than 18) were on the KTC grounds at any one time, and we were able to offer complementary sports and training activities to the tennis program. It's a model we will continue to use because it greatly relieved pressure on our grounds and courts and provided a better camp experience.

Like many other clubs, we were unfortunately not able to recruit a full-time tennis pro this past summer. We were nonetheless able to provide high quality instruction through the NTS programs and a more limited number of private lessons. Lessons were greatly reduced from previous years because of the lack of instructors and because courts one and seven were unavailable until July. We especially thank Tony, David Corrigan and Tristan O'Brien for serving as part-time pros and taking on as many lessons as they could despite having many other commitments. We are optimistic that next year we will be able to attract a full-time club pro and that our income from lessons will rebound.

We had a successful run of tournaments this year, with large numbers of competitors, and always a good crowd on hand to watch the semis and finals. We thank Arjun Devnani, KTC's tournament director for three of these main events, and Arsalan Ijaz who stepped in as director for the KTC Cup tournament. Thank you to you both for your great organizational skills especially when the weather did not cooperate! Our one regret, on the tournament front, is that we were not able to hold the junior tournament because of scheduling issues. Fortunately, volunteers and teaching pros stepped up to organize a fun morning of games and drills for some enthusiastic junior players. Next year we need to ensure that a junior tournament is organized well in advance.

Finally on the programs side, the competitive and fun ladders were a great success. Thank you, Bud Nelson.

You will have recently received a survey asking for your input on KTC programs. Thank you to all who took the time to provide feedback. The results will be available soon and will help us in planning programs for the future. Thank you to Nerissa and Isaac for carefully developing this important survey.

As you know, this is the end of my term as president. It has been a great honour and privilege to work with this Board. We have tackled big issues and accomplished a lot! We listened respectfully to one another, made our points clearly, and almost always politely, and have



invariably found consensus. And, most importantly, we have laughed a lot together! That is a great combination for a working Board.

Isaac, Nerissa, Jason, Bob and Gary are leaving the Board; Isaac because of additional work commitments and the others because their term has finished. During their time on the Board, they have each worked diligently for all the members of Kingston Tennis Club. I have been the beneficiary of their wisdom, support, guidance and hard work. They have contributed greatly to all of us at KTC. If this AGM were not a zoom meeting I would initiate a standing ovation – maybe, you would like to clap anyway – I know I want to. Thank you. You have made an enormous contribution to KTC.

I have relied on all of the Board members for advice and help but I leaned most heavily on our vice president, Donna. Thank you, Donna, for always being there for me throughout my term. I could not have done the job without your unfailing wisdom and support.

And in closing, I thank you, the membership, for making KTC the welcoming, inclusive, fun place that it is.

Alma Thayer  
Nov/2022